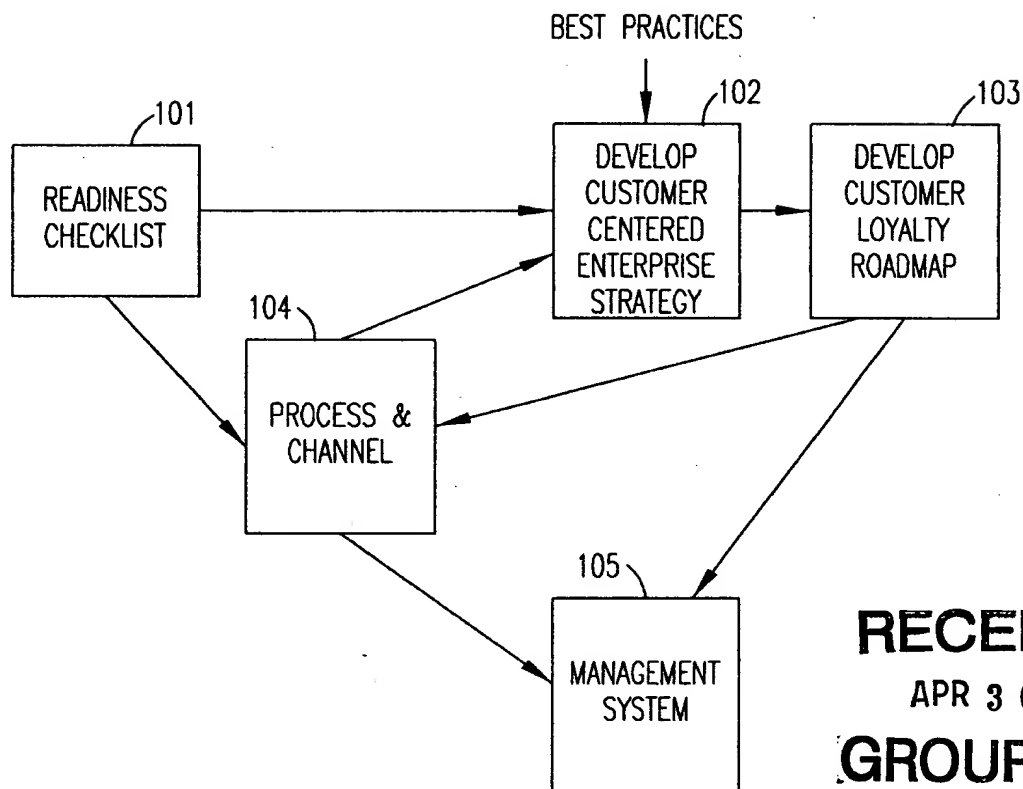
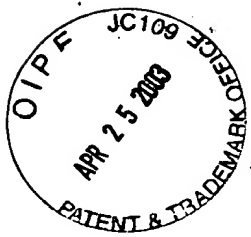


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FIG. 1



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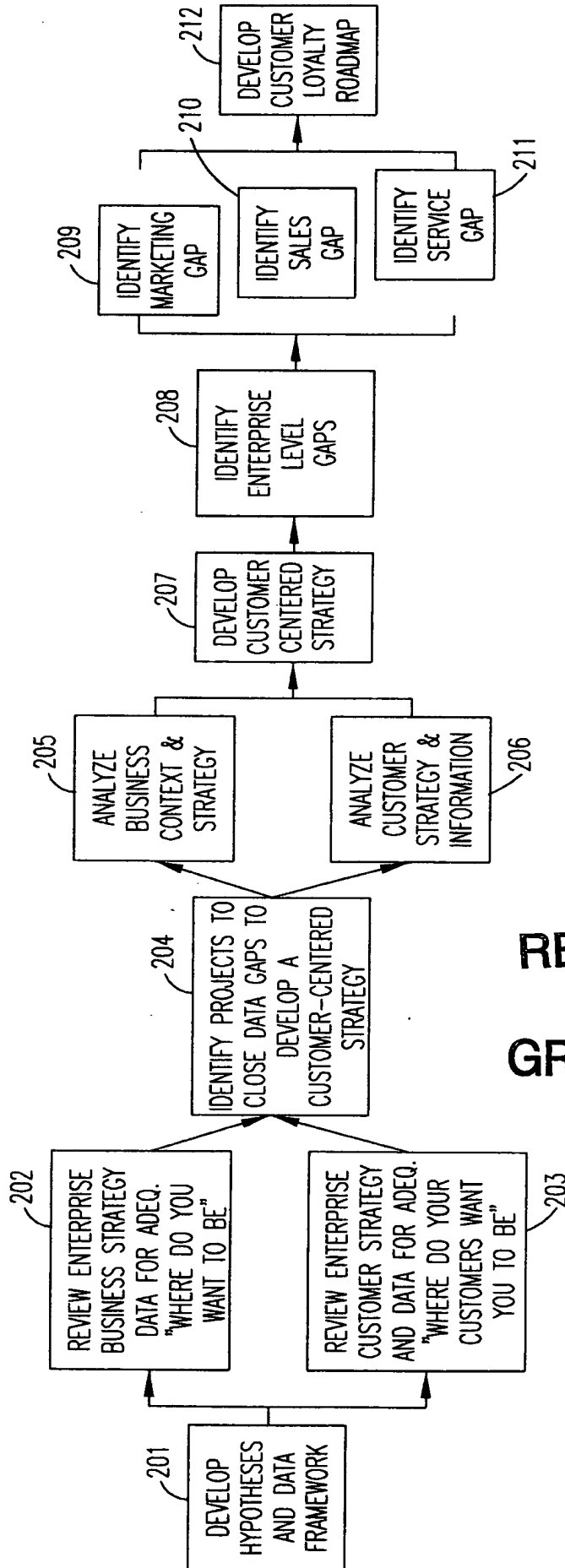
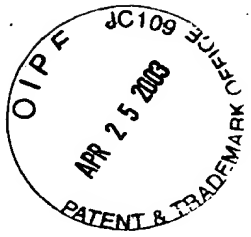


FIG. 2

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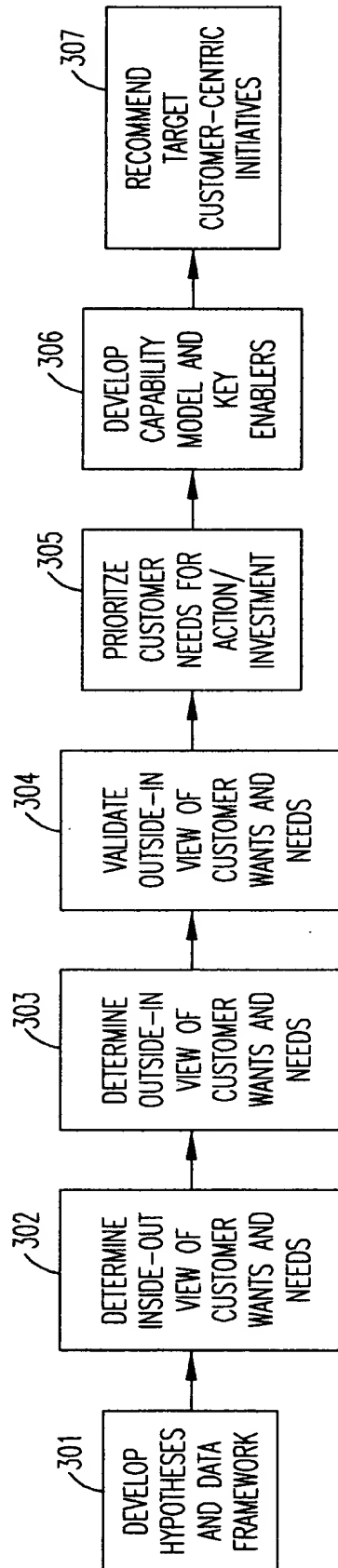


FIG. 3

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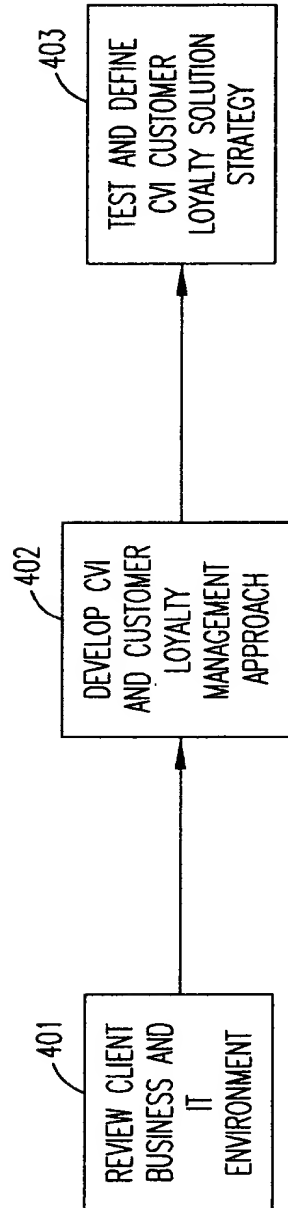
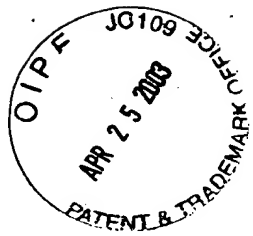


FIG. 4

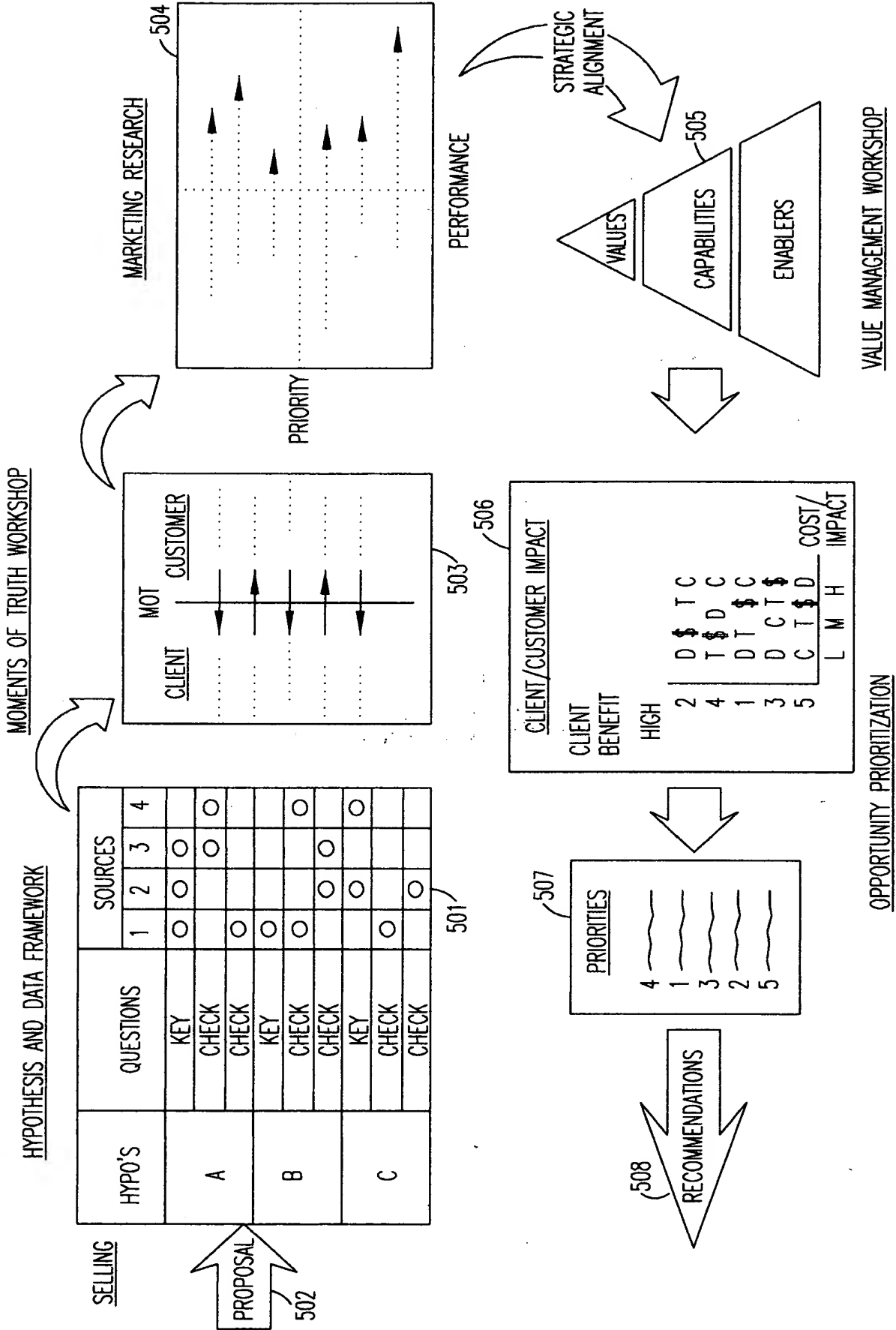


FIG. 5

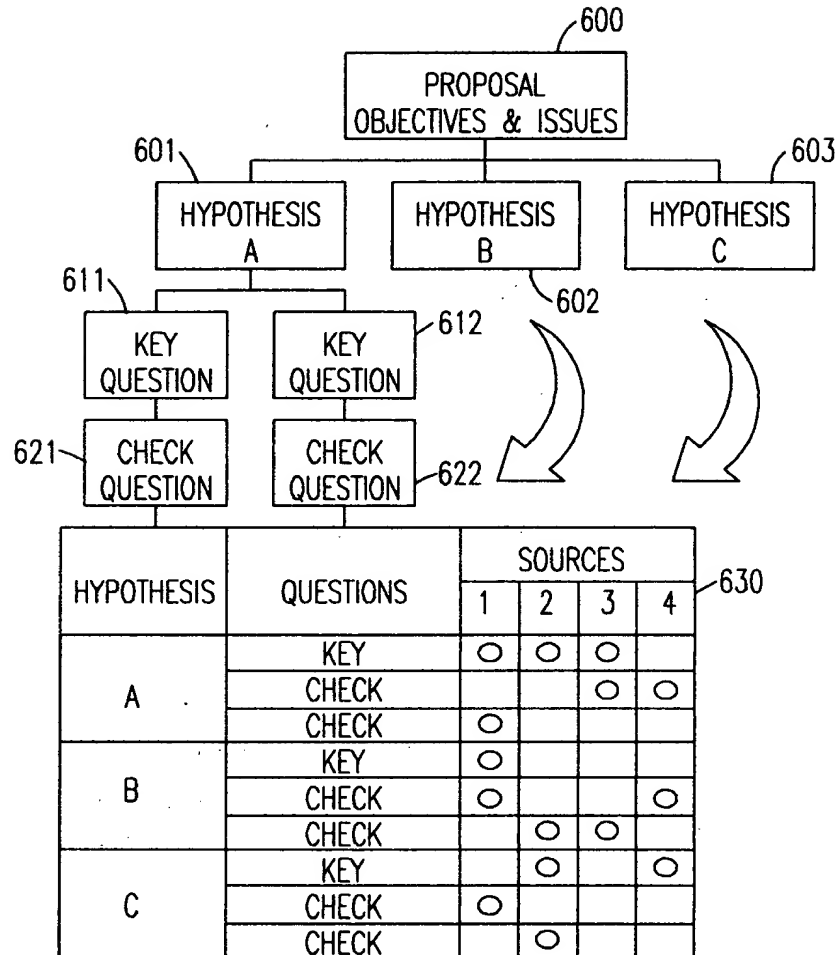


FIG. 6

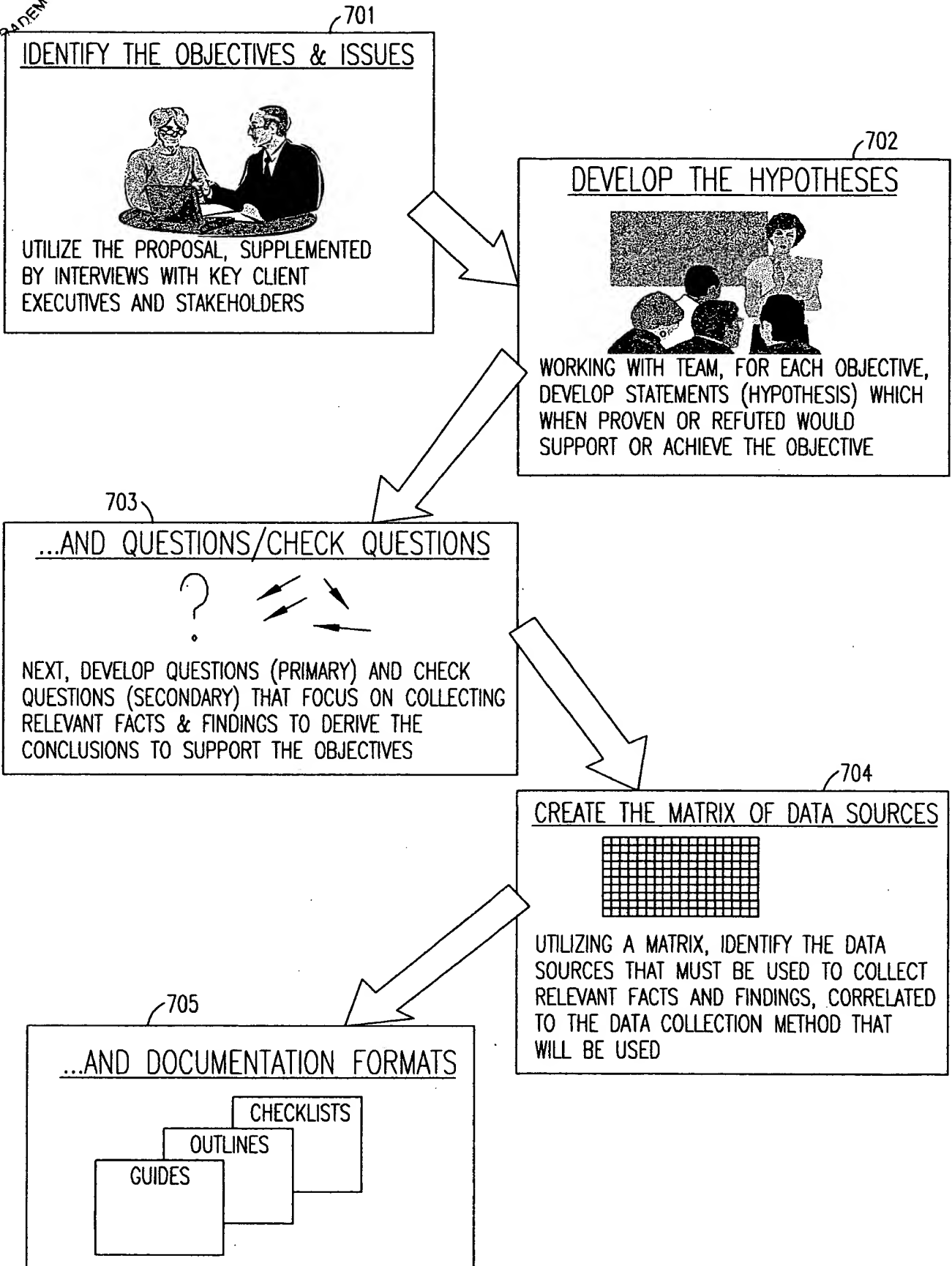
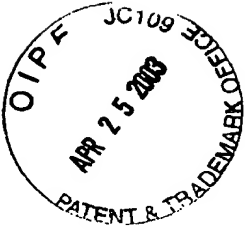
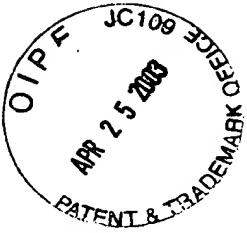


FIG. 7



ISSUES HYPOTHESES QUESTIONS DATA SOURCES		DATA FRAMEWORK		SOURCES, I.E.:			
HYPOS		QUESTIONS	REPORTS & DOCUMENTS	EXECUTIVE INTERVIEWS	EXISTING RESEARCH	OTHER	
ABC CO. HAS A MISSION, VISION, AND STRATEGY WHICH ARE EASILY UNDERSTOOD AND WIDELY KNOWN.	• HOW IS BUSINESS STRATEGY ESTABLISHED AND COMMUNICATED? WHAT ARE THE MISSION, VISION, GOALS & OBJECTIVES?						
	• HOW ARE DECISIONS MADE REGARDING WHICH MARKET OPPORTUNITIES TO PURSUE?						
	• HOW DO CURRENT STRATEGIES AND PROGRAMS MAP TO THE TARGET MARKETS' NEEDS/WANTS/VALUES?						
HIGHEST VALUE/LEVERAGE MARKET SEGMENTS ARE IDENTIFIED & TAREGTED.	• WHAT KEY MARKET SEGMENTS ARE IDENTIFIED?						
	• HOW ARE SEGMENTS DETERMINED? I.E.: VALUE TO ABC CO.? COMMON NEEDS/BUYING BEHAVIOR?						
	• WHO ARE THE TARGETED HIGH VALUE CUSTOMERS/ SEGMENTS? (CURRENT AND FUTURE)						

FIG. 8A

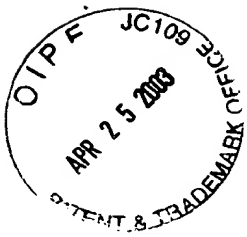


ISSUES HYPOTHESES QUESTIONS DATA SOURCES	DATA FRAMEWORK	SOURCES, I.E.:			
		CLIENT INTERVIEWS/ WORKSHOPS	CUSTOMER COMPLAINT RECORDS	EXISTING RESEARCH/ SURVEYS	ADD'L RESEARCH, I.E.: - CUST. INTERVIEWS - FOCUS GROUPS - SURVEYS
HYPOS	QUESTIONS?				
	• WHAT ARE MOT INTERACTIONS WITHIN THE PROJECT SCOPE?				
	• WHICH ARE THE MOTS THAT CAN BE LEVERAGED TO DELIVER & COMPETE-ON VALUE TO THE CUSTOMER?				
	• WHO RECEIVES VALUE AT EACH MOT?				
MOMENTS OF TRUTH (VALUE) ARE IDENTIFIED AND UNDERSTOOD	• "WHOSE" OPINION (BY SEGMENT) IS IMPORTANT REGARDING EACH MOT? I.E.: WHO IS AT THE POINT OF INTERACTION (USER)? WHO MAKES THE BUYING DECISION (APPROVER)? WHO INFLUENCES THE DECISION (REVIEWERS OR INFLUENCERS)?				
	• WHAT ARE BASIC NEEDS (NOT MET=DRIVE ATTRITION)?				
	• WHAT ARE ATTRACTORS (IF MET=DRIVE SHARE)?				
	• WHAT ARE SATISFIERS (WHICH DRIVE SATISFACTION, BUT INDIVIDUALLY DO NOT AFFECT BEHAVIOR)?				
NEEDS/WANTS ARE KNOWN BY MOT & SEGMENT (CUSTOMER VISION)					

FIG. 8B

ISSUES HYPOTHESES QUESTIONS DATA SOURCES	DATA FRAMEWORK	SOURCES, I.E.:			
		CLIENT INTERVIEWS/ WORKSHOPS	CUSTOMER COMPLAINT RECORDS	EXISTING RESEARCH/ SURVEYS	ADD'L RESEARCH, I.E.: - CUST. INTERVIEWS - FOCUS GROUPS - SURVEYS
HYPOS	QUESTIONS?				
	• WHAT IS CUSTOMER--PERCEIVED CLIENT PERFORMANCE OF EACH "NEED"?				
	• WHAT IS ABC CO. PERFORMANCE GAP WITH COMPETITION?				
	• WHAT ATTRIBUTES DIFFERENTIATE THE "BEST" COMPETITOR IN THE CUSTOMER'S MIND?				
	• WHAT ARE CUSTOMERS "NEED" PRIORITIES (RANK/WEIGHT)?				
ABC CO. PERFORMANCE IMPROVEMENT PRIORITIES ARE ESTABLISHED	• WHAT ARE <u>CLIENT</u> IMPROVEMENT PRIORITIES? (I.E.: HIGHLY IMPORTANT NEEDS WITH <u>POOR</u> PERFORMANCE OR GAPS).				
	• WHICH BASIC NEEDS LAG MINIMUM CUSTOMER EXPECTATION (OR THE AVG INDUSTRY PERFORMANCE)?				
	• WHICH ATTRACTORS LAG BEST COMPETITION (OR HAVE LITTLE/NO COMPETITIVE PERFORMANCE)?				
	• WHICH SATISFIERS LAG AVERAGE INDUSTRY PERFORMANCE?				

FIG. 8C



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ISSUES HYPOTHESES QUESTIONS DATA SOURCES	DATA FRAMEWORK	SOURCES, I.E.:			
		CROSS- FUNCTIONAL WORKSHOPS	CLIENT INTERVIEWS/ SURVEYS	SECONDARY RESEARCH/ LITERATURE SCAN	PRIMARY RESEARCH/ BENCH- MARKING
HYPOS NECESSARY ABC CO. PROCESS CAPABILITIES ARE PRESENT	QUESTIONS				
	• WHAT PROCESS CAPABILITIES MUST BE PRESENT (TO MEET/DELIVER TARGETED CUSTOMER NEEDS)?				
	• WHAT CAPABILITIES DISTINGUISH BOB (IN CLIENT INDUSTRY) AND WORLDCLASS (ANY INDUSTRY) COMPANIES?				
	• WHAT IS CURRENT LEVEL/PRESENCE OF THESE (H/M/L)? (IDENTIFIES CLIENT CAPABILITY GAP TO BE CLOSED)				
	• WHICH CAPABILITIES ARE ASSESSED AS "ZERO", "LOW" OR "MEDIUM" LEVEL OF PRESENCE (VERSUS HIGH OR IDEAL)?*				
REQUIRED ABC CO. INFRASTRUCTURE ENABLERS ARE PRESENT	• WHAT ARE THE/THEIR REQUIRED INFRASTRUCTURE ENABLERS?				
	• WHAT ENABLERS ALSO DISTINGUISH BOB/WC CO'S?				
	• WHAT IS CURRENT PRESENCE (H/M/L/O) OF ABOVE ENABLERS?				

* NOTE: WHEN DOING PROCESS IMPROVEMENT, ANALYZE ONLY THE POOR PERFORMING (M/L/O) CAPABILITIES... BUT, WHEN REENGINEERING A NEW PROCESS DESIGN, ALSO INCLUDE THE HIGH PERFORMING CAPABILITIES (AS THEY MUST ALSO BE ENABLED IN THE NEW DESIGN).

FIG. 8D



ISSUES HYPOTHESES QUESTIONS DATA SOURCES	DATA FRAMEWORK	SOURCES, I.E.:			
		CROSS- FUNCTIONAL WORKSHOPS	FINANCE ORG. FOR SIZING	I/T ORG. FOR SIZING	EXECUTIVE INTERVIEWS/ WORKSHOPS
HYPOS CUSTOMER-DEFINED INFRASTRUCTURE IMPROVEMENTS/ INVESTMENTS ARE IDENTIFIED AND PRIORITIZED	QUESTIONS				
	<ul style="list-style-type: none"> WHICH ARE THE CURRENT M/L/O ENABLERS? 				
	<ul style="list-style-type: none"> HOW DO THEY CLUSTER INTO LOGICAL PROJECTS, I.E.: <ul style="list-style-type: none"> A CLUSTER OF SIMILAR ENABLERS, SUCH AS SEVERAL BUSINESS PRACTICE CHANGES, OR A GROUP OF ENABLERS TO DELIVER A CAPABILITY 				
	<ul style="list-style-type: none"> WHAT IS THE RELATIVE COST VS BUSINESS BENEFIT OF THE DIFFERENT POTENTIAL PROJECTS? 				
	<ul style="list-style-type: none"> WHAT ARE THE PRIORITIZED RECOMMENDED ACTIONS? (FOR HIGHEST CUSTOMER VALUE AND CLIENT BENEFIT?) 				

FIG. 8E

<div> ISSUES HYPOTHESES QUESTIONS DATA SOURCES </div>	DATA FRAMEWORK	SOURCES, I.E.:		
		REVIEW REPORTS/ PROCESS	EXECUTIVE INTERVIEWS	OTHER
HYPOS AN ON-GOING PROCESS IS IN PLACE TO USE CUSTOMER VALUE TO DRIVE BUSINESS DECISIONS	QUESTIONS			
	<ul style="list-style-type: none"> • HOW ARE CUSTOMER NEEDS/WANTS/VALUES IDENTIFIED? 			
	<ul style="list-style-type: none"> • HOW DO CUSTOMER VALUE AND PERFORMANCE PERCEPTION DRIVE INVESTMENTS AND RESOURCE ALLOCATION? <ul style="list-style-type: none"> - WHAT IS THE MANAGEMENT DECISION SYSTEM? - HOW ARE INVESTMENT PRIORITIES DETERMINED? - IS CUSTOMER-FEEDBACK AN ACTION "DRIVER"? 			
	<ul style="list-style-type: none"> • WHAT IS THE CLOSED-LOOP SATISFACTION PROCESS? <ul style="list-style-type: none"> - ARE IMPLEMENTED IMPROVEMENT ACTIONS SURVEYED TO DETERMINE CUSTOMER IMPACT? - HOW ARE NEW/EMERGING CUSTOMER NEEDS ID'D? - ARE COMPETITIVE PERCEPTIONS MONITORED? - ARE COMPLAINTS ANALYZED FOR TRENDS? - ARE CUSTOMER SERVICE REQUESTS ANALYZED? - HOW ARE THE ABOVE LOOPED BACK INTO THE MANAGEMENT SYSTEM TO ADJUST INFRASTRUCTURE? 			

FIG. 8F



HYPOTHESES	KEY QUESTIONS	SOURCES			
		EXISTING DATA	INTERVIEWS	FOCUS GROUPS	SURVEYS
CUSTOMER NEEDS & WANTS ARE KNOWN	HOW DOES GREENBACK DETERMINE CUSTOMER REQUIREMENTS?	NOT CURRENT	AD HOC	NEEDED	NEEDED
	WHAT CUSTOMER REQUIREMENTS DATA EXISTS?	NOT AVAILABLE	NOT CURRENT	NEEDED	NEEDED
	HOW DOES GREENBACK DETERMINE CUSTOMER PERFORMANCE PERCEPTIONS AND SATISFACTION?	NOT AVAILABLE		NEEDED	NEEDED
OTHER HYPOS	WHAT DATA EXISTS? WHO AND HOW IS IT USED?	NOT AVAILABLE		NEEDED	NEEDED

FIG. 9

HYPOTHESES	KEY QUESTIONS	SOURCES			
		EXISTING DATA	INTERVIEWS	FOCUS GROUPS	SURVEYS
CUSTOMER NEEDS & WANTS ARE KNOWN	HOW DOES GREENBACK DETERMINE CUSTOMER REQUIREMENTS?	NOT CURRENT	AD HOC	NEEDED	NEEDED
	WHAT CUSTOMER REQUIREMENTS DATA EXISTS?	NOT AVAILABLE	NOT CURRENT		NEEDED
	HOW DOES GREENBACK DETERMINE CUSTOMER PERFORMANCE PERCEPTIONS AND SATISFACTION?	NOT AVAILABLE		NEEDED	
	WHAT DATA EXISTS? WHO AND HOW IS IT USED?	NOT AVAILABLE		NEEDED	
OTHERS					

"VOICE OF THE CUSTOMER"

FIG. 10